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DEFENSE SYSTEMS MANAGEMENT COLLEGE

1985 CATALOG

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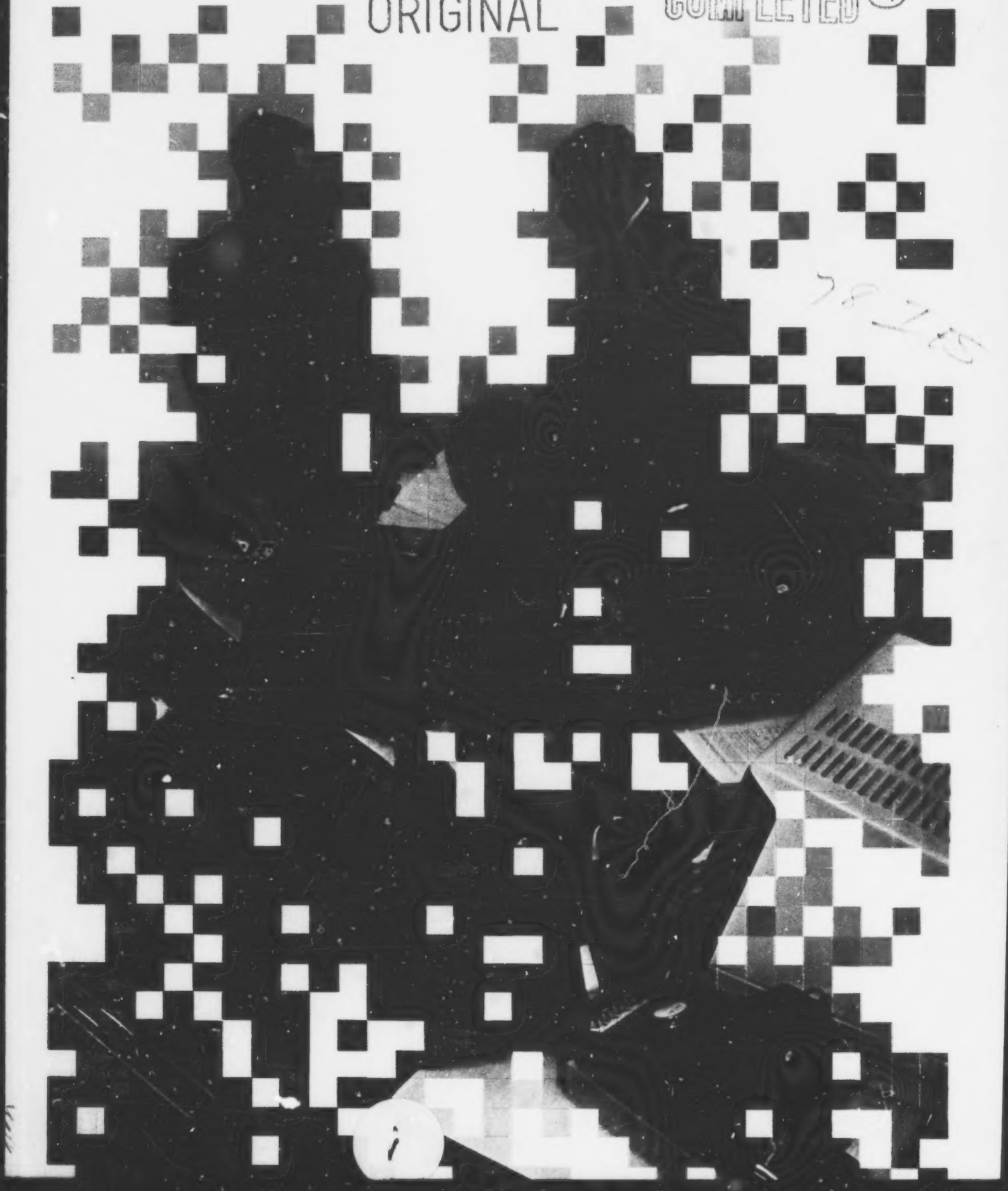

The Defense Systems Management College Catalog is published annually by the Defense Systems Management College, Fort Belvoir, Virginia 22060-5426. For more information about the College, about any material in this catalog, or about specific class schedules, call the Registrar at (703) 664-2152 or AUTOVON 354-2152.

1985 Catalog published under the direction of the Publications Directorate, Department of Research and Information. Graphics design by Greg Caruth and Judith C. Milling. Photography by PHAN John A. Chapman, USN

Defense Systems Management College 1985 Catalog

Mission

The Defense Systems Management College (DSMC) is dedicated to educating acquisition professionals and conducting research to support and improve defense systems acquisition program management. This mission has three basic elements:

- Conducting advanced courses of study designed to prepare selected military officers and civilians for defense systems acquisition assignments at all echelons.
- Conducting research into all activities related to defense systems acquisition management.
- Assembling and disseminating information concerning new policies, management concepts, or procedures related to defense systems acquisition.

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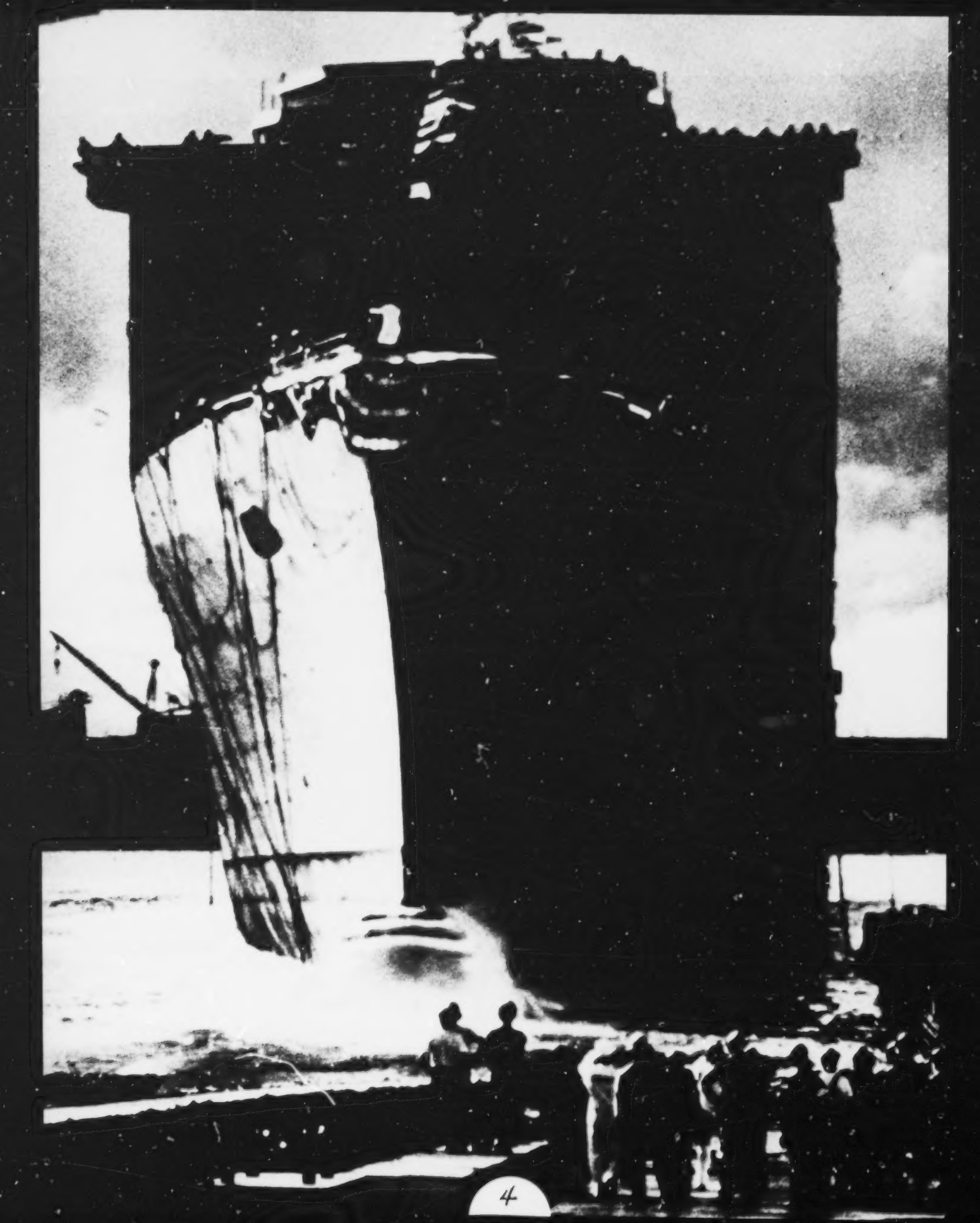


Foreword

Fulfilling the DSMC mission is a formidable task. The systems acquisition management process on which the College focuses its efforts includes the total life-cycle of research, development, production, operations, and support, as well as improvements to the overall process. DSMC, since its inception, has had an unwavering commitment to meet the challenge. In fact, we are guided today by a goal set forth almost 14 years ago by the Honorable David Packard, then Deputy Secretary of Defense, at the opening ceremonies for this institution. He called upon the school to become an "academy of management" that would be recognized as a center of excellence in systems education. To that end, we are dedicated to a set of rigorous ongoing objectives:

- Promoting effective learning of the latest and best in management practice.
- Improving the quality of DSMC education.
- Becoming a principal source of acquisition management research.
- Developing a highly motivated, responsive and effective workforce.
- Generating and validating innovative approaches to improve the acquisition management process.
- Promoting the effective use of automation in management.

Initiatives are underway at the College to see that these objectives focus upon creative efforts in education, research, and the collection and dissemination of acquisition management information.

The dynamic nature of the defense systems acquisition process places varied demands on the many professionals who are engaged in its management. This characteristic variability produces a need for executives and managers who may need, in addition to detailed functional expertise, wide-ranging managerial talents and well-developed executive skills.

It is the business of DSMC to afford DOD managers the educational opportunities that will serve to upgrade their repertoire of managerial skills and talents in the defense systems acquisition business. To the extent that education can serve to expand these skills and talents, the potential contribution of DSMC is significant.

The need for our College is probably greater today than when we first opened our doors in 1971. This is because of the steady increase in complexity and cost of modern defense systems and the increasing complexity of the process used to acquire these systems. Even if all current efforts to streamline the process prove successful, the challenge of meeting expanded requirements with constrained funding will make the job of the acquistion manager both more demanding and more complex. Thus, the need for acquisition managers who are educated and fully prepared to take on the task of directing important defense systems acquisition programs of the Army, Navy, Air Force, and Marines has never been greater.

In October of 1982 a major step was taken to bring DSMC closer to a fully automated management capability with the establishment of a program manager at DSMC to acquire a fully integrated Information Resource Management System (IRMS). Since then, work has been progressing to provide the College with an operational system by 1985. The IRMS system will allow the College to provide the faculty and students with representative automated "tools" which can be applied to business, technical and administrative problems. The communication backbone of the system, known as a Local Area Network (LAN) will interconnect all of the DSMC buildings, provide a means to expand the current closed circuit television system, and permit the transmittal of data. The IRMS, linked by the LAN, will tie together the existing automated facilities of the DSMC and make their resources available to the professional staff, administrative personnel and students.

Present DSMC facilities do not provide adequate space for our expanding enrollment or an auditorium for classified presentations. To meet these needs, funds for a new academic facility were included in the FY 84 budget passed by the Congress. In March 1984, ground was broken for this facility to be completed in 18 months. The new building will contain a 400-seat auditorium, seminar rooms, student study rooms, and space for the DSMC library.

A DSMC Alumni Association has been formed. This association will provide a forum for advancing the professional growth of the defense acquisition community, and a resource of experienced acquisition management professionals. I am looking forward to working with this organization because the members should be able to make a contribution to the growth and effectiveness of the College. All DSMC graduates as well as present and past faculty and professional staff members have been invited to become members.

The curriculum is designed to balance the competing need for flexibility, in view of ever-changing demands for acquisition education, against the productive application of available human resources and constrained physical resources. In order to meet this challenge successfully, both now and in the future, the College has structured its curriculum in modular form and is emphasizing currency in faculty development.

Even though more than 2,000 students attend resident courses at DSMC each year, there are many others who need the specialized education which the College offers. In order to meet the need for additional courses in a resource effective manner, four permanent regional centers are being established. The first two regional centers, located in Huntsville and Los Angeles, became operational in 1984. The other two centers, one in St. Louis and one in Boston, will open in 1985.

The College has an active program of research which covers the full spectrum of defense systems acquisition management and all phases of the system life cycle. Research products support the continued development of the College curriculum, explore new management techniques for use by program management offices, explore the history of acquisition management, decipher the lessons to be learned, transmit these lessons to today's progam managers and policymakers, and aid in the formulation of new defense acquisition policy.

The research program at the College is focused on today's problems and tomorrow's issues. Accordingly, the DOD Acquisition Improvement Program will continue to receive much attention. Also, a series of practical handbooks and guides to help those working in program offices and acquisition support staffs will be prepared. One of our largest research projects will involve exploring ways that microcomputers and especially tailored systems can help facilitate the many complex functions of defense program managers.

In addition to disseminating the results of the research efforts at the College in the form of handbooks, guides, and special reports, we publish *Program Manager*, a highly-rated magazine that has been capturing the attention of the entire acquisition management community. We have a library that houses the largest collection of books, periodicals, reports and videotapes, relating to the field of acquisition management and acquisition process, to be found in the United States.

This catalog is designed to provide a snapshot of the academic, research, and information dissemination activities of the College. All of the courses offered by DSMC are described briefly. Every course is designed to enhance one or more aspects of a program manager's capability to perform effectively and to influence defense systems programs in a positive way.

The challenge faced by the defense acquisition community in the 1980s is enormous. So too, then, is the challenge faced by the Defense Systems Management College. Let us together meet it head on. Study this catalog and decide how our program can fit your needs both personally and professionally. If you have any questions about the College, call the number on the inside of the front cover. We would be pleased to hear from you and want to help you in any way possible.

ROGER D. JOHNSON
Rear Admiral, USN
Commandant

Defense Systems Management College

The Defense Systems Management College can trace its immediate origins back to 1969 when then Deputy Secretary of Defense David Packard formed a review group to study all aspects of existing acquisition management education. Secretary Packard believed that successful acquisition programs were based on "participatory management," and that acquisition management education should therefore place less emphasis on procedures and more on people.

The primary focus of the review group's study was the Defense Weapon Systems Management Center, which had been established at Wright-Patterson AFB, Ohio, in 1964. This was the only DOD educational institution dedicated to training managers for defense acquisition programs. Among other things, the review group determined that the Center's geographic location made it difficult for defense policymakers in Washington to actively participate in the educational program, a serious deficiency in the view of the Deputy Secretary. The group therefore recommended that the school be moved closer to the Washington, D.C., area. In September of 1970 Secretary Packard accepted the group's recommendations, including the recommendation to relocate the school. This led directly to the establishment, on 1 July 1971, of the Defense Systems Management School at Fort Belvoir.

The School gained in stature in 1974 when Deputy Secretary of Defense William P. Clements, Jr., issued a directive covering career development of DOD acquisition management personnel. This directive suggested that all program manager candidates attend the School either before or shortly after being assigned to a major program office. In 1976 Secretary Clements directed that the School be redesignated the Defense Systems Management College, both in recognition of the true scope and sophistication of the curriculum, and to better reflect the level of professional education offered by the institution.

Rear Admiral Roger D. Johnson, USN
Commandant

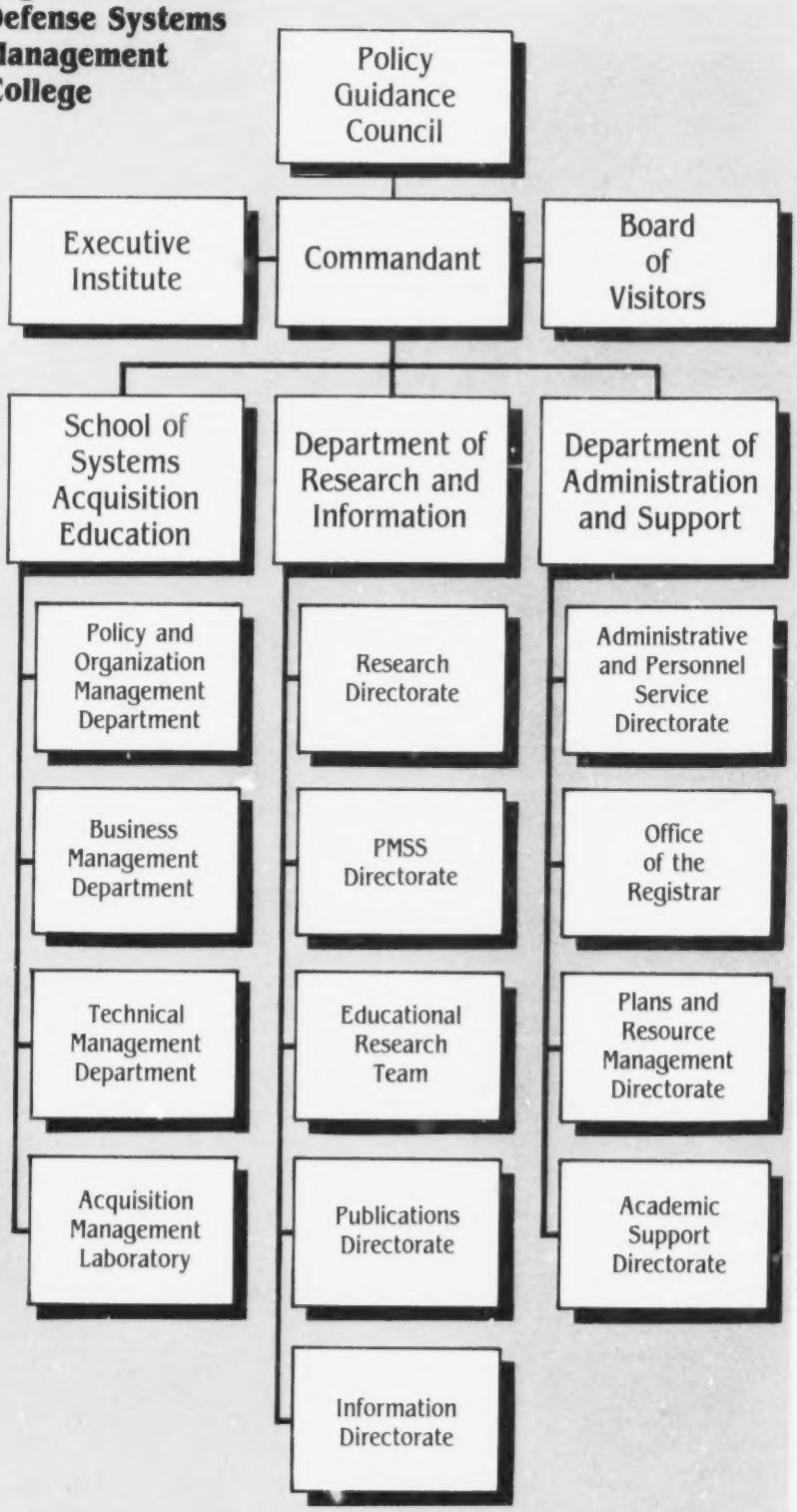
Colonel Thomas V. Forburger, USA
Deputy Commandant

The first course offered by the College was the 20-week Program Management Course, which remains today the nucleus of the academic program. The second course to be added to the curriculum was the Executive Refresher Course in Acquisition Management, offered for the first time on a quarterly basis beginning in February 1972. Also in 1972 came the Contractor Performance Measurement Course, followed in 1973 by the Systems Acquisition Management for General/Flag Officers seminar. Since 1973, more short courses have been added to the academic program.

Since the College opened in 1971, more than 19,000 military and civilian personnel from all the services and other federal agencies, as well as middle managers from defense industry, have completed one or more courses at the College.

Through the continuing support of the Office of the Secretary of Defense and the advice and consultation provided by the Policy Guidance Council and the Board of Visitors, the College shall continue to play an increasingly greater role in preparing today's manager for an active and productive role in tomorrow's world.

Organization of the Defense Systems Management College



Policy Guidance Council

The DSMC Policy Guidance Council was established in September of 1970 to act for the Secretary of Defense in governing the College.

The Council: (a) establishes policy, provides guidance, and acts as prime jurisdictional agent for the operation and administration of DSMC; (b) approves the admissions policy and curriculum for each new DSMC course; (c) approves the nomination of the DSMC Commandant and the Deputy Commandant; and (d) approves the nomination of each member of the DSMC Board of Visitors.

The Council is chaired by the Under Secretary of Defense for Research and Engineering. The current Chairman is Dr. Richard D. DeLauer. Other members are as follows: the Assistant Secretaries of Defense (Manpower, Reserve Affairs, and Logistics) and (Comptroller); Commanders, U.S. Army Materiel Development and Readiness Command, the Air Force Logistics Command, and the Air Force Systems Command; the Chief of Naval Material; the Assistant Secretary of the Army (Research, Development and Acquisition); Assistant Secretaries of the Navy (Research, Engineering, and Systems) and (Shipbuilding and Logistics); the Assistant Secretary of the Air Force (Research, Development, and Logistics); the Director, Program Analysis and Evaluation, Office of the Secretary of Defense; the Principal Deputy Under Secretary of Defense (Research and Engineering); and the Deputy Under Secretary of Defense for Research and Engineering (Acquisition Management).

The Council meets annually with the Commandant to review operations and approve the five-year plan.

Council Chairman
Hon. Richard D. DeLauer
Under Secretary of Defense for Research and Engineering

(L)**General Earl T. O'Loughlin, USAF**
Commander
Air Force Logistics Command

(R)**Hon. Jay R. Sculley**
Assistant Secretary of the Army
(Research, Development, and Acquisition)

(L)**Hon. Lawrence Korb**
Assistant Secretary of Defense
(Manpower, Reserve Affairs, and Logistics)

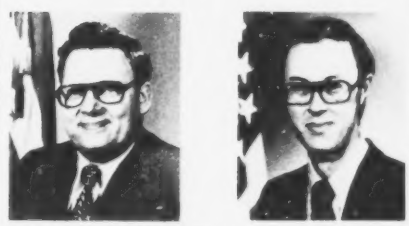
(R)**Hon. Robert W. Helm**
Assistant Secretary of Defense
(Comptroller)

(L)**Hon. Melvyn R. Paisley**
Assistant Secretary of the Navy
(Research, Engineering, and Systems)

(R)**Hon. Thomas E. Cooper**
Assistant Secretary of the Air Force
(Research, Development, and Logistics)

(L)**Hon. James P. Wade, Jr.**
Assistant Secretary of Defense
(Development and Support)

(R)**Admiral Steven A. White, USN**
Chief of Naval Material



(L)**Hon. Everett O. Pyatt**
Assistant Secretary of the Navy
(Shipbuilding and Logistics)

(R)**Mr. David S. C. Chu**
Director
Program Analysis and Evaluation, OSD

(L)**General Lawrence A. Skantze, USAF**
Commander
Air Force Systems Command

(R)**General Richard H. Thompson, USA**
Commander
U.S. Army Material Command

(L)**Ms. Mary Ann Gilleece**
Deputy Under Secretary of Defense
for Research and Engineering
(Acquisition Management)

Board of Visitors

The DSMC Board of Visitors was established to provide the Policy Guidance Council and the Commandant with professional and technical counsel on the operation of the College. The Board examines the organization, management, curricula, methods of instruction, facilities, and other aspects of the College operation, and, at least once a year, reports to the Policy Guidance Council and the Commandant, setting forth the results of the examination and making recommendations for best accomplishing the College mission. The Board comprises four representatives from defense industry, two from the academic community, and three from the general business community.

Members are appointed by the Commandant subject to the approval of the Policy Guidance Council. A member usually serves for 2 years; however, that term may be extended for 2 years by the Commandant upon recommendation of the Board Chairman, who is elected from the membership.

Board Chairman
Vice Dean Everett T. Keech
Director
Wharton Graduate Program
University of Pennsylvania

Academic Community

(L)**Dr. John S. Toll**
President
University of Maryland

(R)**Dr. Michael A. Wartell**
Vice President for Academic Affairs
Humbuildt State University

General Business

(L)**Dr. James Vollmer**
Senior Vice President
RCA Corporation

(R)**Mr. William F. Schmied**
President
The Singer Company

(L)**Dr. K. Wayne Smith**
President and Chief Executive Officer
World Book, Inc.

Defense Industry

(L)**Mr. Henry Hebeler**
President
Boeing Aerospace Company

(R)**Major General Frank P. Ragano, USA (Ret)**
Chairman
BEI Defense Systems Company

(L)**Dr. Donald J. Yockey**
President
Defense Electronic Operations
Rockwell International

Executive Institute

The Executive Institute was established to bring to DSMC the experience of senior systems acquisition managers in order to carry out the following objectives:
—Expose students to the "big picture" and top-level point of view;
—Assist in the development of new and innovative course material; and
—Conduct liaison and promote interaction with executives in government, industry, and academia.

The Executive Institute comprises chairs similar to endowed chairs at a civilian college, whose occupants have their principal backgrounds in industry, the Office of the Secretary of Defense, the Army, the Navy, the Air Force, and procurement and policy. The industry chair, designated the James Forrestal Memorial Chair, is supported by the National Security Industrial Association (NSIA), which nominates the incumbent, subject to the approval of the DSMC Commandant. The occupant of the OSD chair is nominated by the Under Secretary of Defense, Research and Engineering, and is a member of the Senior Executive Service of the College. Occupants of the departmental chairs are nominated by the military departments, and are members of, or candidates for, their respective Senior Executive Services. Appointments are for a finite term and must be approved by the Commandant.

The Industry Chair is occupied by Mr. David Westermann. The Air Force Chair is occupied by Dr. Clarence E. Bergman. The Navy Chair is occupied by Mr. Robert L. Swart, Jr. The OFPP Chair is occupied by Dr. William N. Hunter. The Army Chair is occupied by Mr. Perry C. Stewart.

Mr. David Westermann
James Forrestal Memorial
Industry Chair

Dr. Clarence E. Bergman (L)
Air Force Chair

Mr. Robert L. Swart, Jr. (R)
Navy Chair

Dr. William N. Hunter (L)
OFPP Chair

Mr. Perry C. Stewart (R)
Army Chair

Members of the Executive Institute have broad latitude in how they carry out the objectives of the Institute. They make presentations to students in various classes, both the PMC and short courses. These presentations cover fundamental issues and objectives of systems acquisition management, as well as the particular areas of expertise of the members. Members also engage in consultations with individuals and groups of DSMC faculty and students. It is the custom of the Executive Institute to maintain an "open-door" policy to encourage such discussion.

Institute members also engage in their own research activities, contributing papers resulting from these studies to professional journals. On occasion they serve as consultants to various organizations within the Department of Defense.

Finally, members of the Institute find it possible, in an establishment of higher education, to continue their own education by themselves attending classes in the College.

School of Systems Acquisition Education

Colonel Thomas H. McCauley, USAF
Dean

The School of Systems Acquisition Education, through four departments (Policy and Organization, Technical, Business, and a multidiscipline laboratory), conducts the Program Management Course and a number of management-oriented short courses.

The Program Management Course curriculum treats all aspects of program management in an integrated manner and provides a comprehensive overview of Department of Defense acquisition policy. The short courses are structured to meet the special needs of selected program managers and intermediate-level functional managers and to develop and verify new lessons for the Program Management Course.

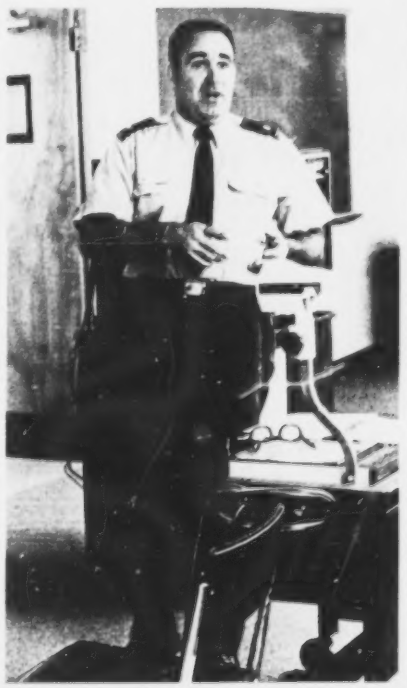
The School's executive management courses are designed to update or maintain the currency of senior-level managers in the Department of Defense or organizations that have defense-related responsibilities.

The systems acquisition education curriculum is continually updated to keep abreast of current management practices and lead the development of new methods. Each faculty member maintains a close liaison with the military departments, other educational institutions, industry and business organizations, and professional societies.

The School has developed a distinguished guest lecturer program, an essential part of the College curriculum. This program is designed to make possible maximum interaction between students and top-echelon policymakers and recognized experts from DOD, Congress, the General Accounting Office, other government agencies, defense industry, and the academic community.

Members of the faculty conduct research within their specialty areas and publish the results in professional and service journals. Faculty members also provide consulting assistance to program offices and industry groups on request.

The four departments that make up the School of Systems Acquisition Education are as follows:



The **Policy and Organization Management Department** (POMD) provides baselines for program management within the Department of Defense. The POMD courses provide a foundation for understanding why and how program management is applied in the defense systems acquisition environment.

The **Technical Management Department** (TMD) provides instruction covering management of the engineering aspects of systems acquisition programs. The areas of coverage include systems engineering (hardware and software), integrated logistic support, manufacturing, test and evaluation, and life-cycle cost.

Mr. Gregory T. Wierzbicki
Associate Dean for
Planning and Development

Mr. John R. Snoderly
Associate Dean for
Executive Programs and
Information Resource Management Systems

The **Business Management Department** (BMD) provides instruction in contract and financial management. Each of four functional subcourses is taught from the point of view of the important interactions with and within the program office.

The **Acquisition Management Laboratory** (AML) provides experiential learning opportunities which integrate course material presented in other departments. The media used include a series of case studies covering the acquisition life cycle of a weapon system, computer-based decision exercise simulations, and individual student program management decision briefings.

Lieutenant Colonel
Stanley J. Souvenir, USA
Course Director,
Program Management Course

Department of Administration

(L)**Colonel William V. Murry, USA**
Dean

(R)**Lieutenant Colonel Rock C. Wheeler, Jr., USA**
Associate Dean for Administrative and Personnel Services

The Department of Administration and Support is responsible for the general administration, business management, and operational support functions of the College. Among the major functions of the Department are financial management, procurement and contracting, personnel administration, admissions and registration, graphic arts, duplicating, audiovisual, facilities maintenance, and security. The Department maintains liaison with the Office of the Secretary of Defense, the military departments, federal agencies, the DSMC Policy Guidance Council, the DSMC Board of Visitors, the Federal Acquisition Institute, other academic institutions, defense industry, and supporting Fort Belvoir activities. The Department also serves as the public affairs office for the College.

Department of Research and Information

Captain Lucian C. Evans, USN
Dean

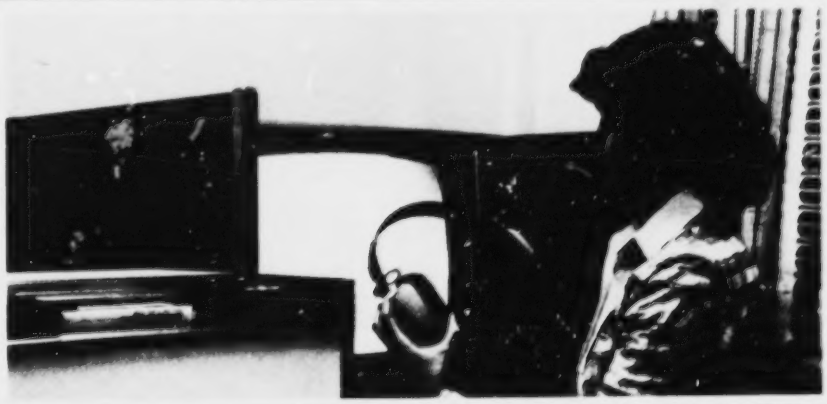
The Department of Research and Information has primary responsibility for two of the College's basic missions: system acquisition management research, and the assembly and dissemination of information concerning policies, methods, and practices in program management.

The **Research Directorate** manages the College's overall program of applied acquisition research. Developing innovative solutions for today's problems while actively probing the forefront of tomorrow's issues, the program's fundamental purpose is to improve the acquisition process and its management. To that end, it supports the continuing development of the College curriculum, develops new management techniques for use by program management offices, and assists in formulating acquisition policy.

Research is conducted by faculty members and selected students and is complemented by contractual efforts. Underlying a major emphasis on finding ways to more effectively reduce and control system acquisition costs are wide-ranging endeavors in program management, acquisition strategy, contract management, productivity, and support. These activities are further complemented by the work of two new organizations in the Department: one dedicated to automated decision support, the other to long-range curriculum planning.

The **PMSS Directorate** was formed in August 1983 to manage the development of the Program Manager's Support System. The PMSS is an application of decision support system techniques in the defense program management environment. The objective of this directorate is to develop management modules which can be used as decision aids in the classroom at the College and can be employed in project management offices throughout the services. The modules will be integrated by PMSS system software which will provide the program manager with an improved capability to analyze and manage his program.

The **Educational Research Team** is the long-range planning arm of the College. The team forecasts defense acquisition trends, analyzes service educational needs, and develops subject matter and teaching concepts that could be introduced into the DSMC curricula in the future. The team functions primarily as a think tank for developing and reviewing innovative educational concepts which are unconstrained by the current curriculum, present methods of education, and current operations. By fostering contacts with key members of the defense acquisition community, other government organizations, industry, and universities, the team will point the way in planning for the future of the College.



The **Publications Directorate** helps to disseminate acquisition management information through publication of a periodical and a number of special acquisition- or management-oriented documents. The periodical is the bimonthly *Program Manager*, the journal of the Defense Systems Management College. *Program Manager* is an open forum for the critical examination and discussion of acquisition issues, policies, and practices. The journal presents reports by defense and industry leaders on new concepts, policies, and practices in defense acquisition.

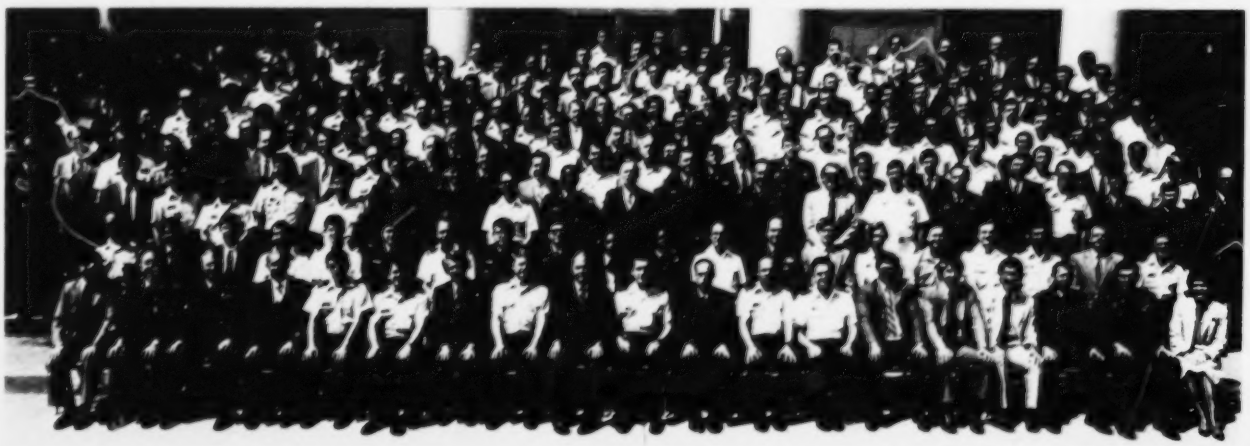
The **Information Directorate** provides information and reference services to DSMC students, faculty and staff, and to the systems acquisition management community.

The Directorate maintains an extensive collection of books, newspapers, periodicals, reports, documents, microfilm, and audio-visual aids in the field of management, with special emphasis on defense systems acquisition management. On-line access to the Defense Technical Information Center (DTIC), DIALOG, OCLC, and INFOCEN are available.

The Directorate is continually extending its defense systems acquisition management reference collection and special repositories such as the multinational repository and official defense systems acquisition management document repository.

ProgramManager
The Journal of the Defense Systems Management College
Robots Make the Move Into the Work Place
Getting Serious about Industrial Base Planning
The Value of Value Engineering

Source of DSMC Students



The Defense Systems Management College, as a joint-service, Department of Defense institution, tailors its academic program to the needs of current or future military acquisition managers. At the same time, the College's emphasis on the concept of program management provides a unique educational opportunity for managers from other federal agencies, defense industry, and, in some cases, from allied nations. For most courses, attendance by non-DOD personnel is encouraged. The following paragraphs show the diversity of the DSMC student body. (All figures as of 16 April 1984).

The following companies have sent employees to DSMC (with the total number in parentheses): Advanced Technology, Inc. (11), The Bell Co. (11), The Bendix Corp. (20), The Boeing Co. (105), Booz-Allen and Hamilton Co. (14), Computer Sciences Corp. (11), Emerson Electric Co. (17), Fairchild Republic Co. (12), FMC Corp. (17), Ford Aerospace (18), General Dynamics Corp. (49), General Electric Co. (12), Goodyear Aerospace Corp. (135), Gould, Inc. (19), Grumman Aerospace Corp. (72), Honeywell, Inc. (32), Hughes Aircraft Co. (39), IBM Corp. (124), Information Spectrum, Inc. (18), Ingalls Shipbuilding (12), Lockheed Corp. (69), Martin Marietta Aerospace (130), McDonnell Douglas Corp. (37), Northrop Corp. (12), Raytheon Co. (25), RCA (19), Rockwell International Corp. (77), Sperry Corp. (30), Texas Instruments, Inc. (22), United Technologies (22), Vought Corp. (21), Westinghouse Corp. (36).

An additional 136 companies have provided from 1-10 students to DSMC.

In addition to the military departments, the following government agencies have sent employees to DSMC: Central Intelligence Agency, Defense Communications Agency, Defense Intelligence Agency, Defense Logistics Agency, Defense Nuclear Agency, Department of Energy, Department of Transportation, General Accounting Office, General Services Administration, and National Security Agency.

The following foreign nations have sent students to DSMC executive and short courses: Australia, Canada, France, Germany, Netherlands, Norway, Pakistan, Spain, Sweden, and the United Kingdom.

General Information

An information packet is mailed to each student accepted for admission. The packet contains all the information necessary for a smooth transition into the academic environment.

Class Composition

The College attempts to achieve a joint-service balance within each DOD-sponsored course. Participants from other federal agencies and from defense industry are invited to attend on a space-available basis. Most courses are also open to individuals from allied nations.

Reporting and Registering

Registration usually takes place at 0800 hours on the first day of class. Early reporting is not authorized. Specific reporting and registration instructions are included in the information packet mailed to each student.

Vehicle Registration

For those who do not have valid military installation decals on their vehicles, temporary Fort Belvoir automobile stickers will be issued during registration. College parking permits will also be issued.

Housing

Visiting Officer Quarters are generally available on post on a first-come, first-served basis for military and government civilian personnel. When quarters are not available, unaccompanied students sometimes jointly rent furnished apartments near Fort Belvoir. There are motels and other accommodations nearby. A listing of the housing facilities used by previous students (accompanied and unaccompanied) is included in the information packet.

It should be noted that since 1 October 1977 the Department of Defense has prohibited the use of DOD funds to pay for commercial lodging when adequate government quarters are available. Department of Defense civilian employees who choose not to use available government quarters must forfeit the quarters portion of their per diem allowance. When quarters are not available, a certificate of non-availability will be issued. This certificate is required to support the payment of the full per diem allowance.

Activities

The College believes that out-of-class activities complement the formal academic process in developing the "whole person." For students of the Program Management Course, the College plans a variety of events that reflect student, faculty, and staff participation and camaraderie. This creates the environment for personal growth and achievement that should be the hallmark of any educational system.

Faculty Advisor

After arriving at the College, each Program Management Course student is assigned a faculty advisor who provides assistance and guidance during the entire 20-week course.

Dress

The Commandant authorizes the wearing of civilian business attire for all students. Military students are required to wear uniforms when reporting in, during the first week (Program Management Course only), at graduation ceremonies, and at special times designated by the Commandant.

Alumni Association

The Defense Systems Management College now has an alumni association, established to promote continuing professional growth in acquisition management, to provide a means for speedy communication of "Washington developments" throughout the acquisition world, and to provide an identified pool of acquisition managers who can assist the College in the discharge of its missions.

Membership in the alumni association is currently open only to graduates of the Program Management Course and to present and past DSMC faculty and professional staff members.

For further information contact:

Office of the Registrar
(Alumni Section)
Defense Systems Management College
Fort Belvoir, Virginia 22060-5426

Transportation

Military air flights arrive at Andrews Air Force Base in Maryland, and U.S. Army Davison Aviation Command, Fort Belvoir. Commercial airlines serve Washington, D.C., through Washington National Airport, a 30-minute drive from Fort Belvoir; Dulles International Airport in the Virginia countryside, a 45-minute drive; and Baltimore-Washington International Airport, halfway between D.C. and Baltimore, Md. Fort Belvoir can be reached from the north and south by main highways Interstate 95 and U.S. Route 1. Because government and commercial bus transportation is inadequate for student needs, the use of rental cars is recommended.

Meals

There are a number of dining opportunities open to the DSMC student. Among these are the Fort Belvoir Officers' Club (the Engineering Open Mess at Mackenzie Hall), and a cafeteria that serves breakfast and lunch in building 207 on the College campus.

Per Diem and Travel Reimbursement

Fort Belvoir is considered a part of the Washington, D.C., high-cost area. Provisions of Joint Travel Regulations Volumes I and II, government messing not available, apply. Students whose permanent assignment is in the D.C. area and who are attending the College on temporary duty orders are not eligible for per diem payments. They may collect a local transportation allowance if their orders so authorize.

Athletics

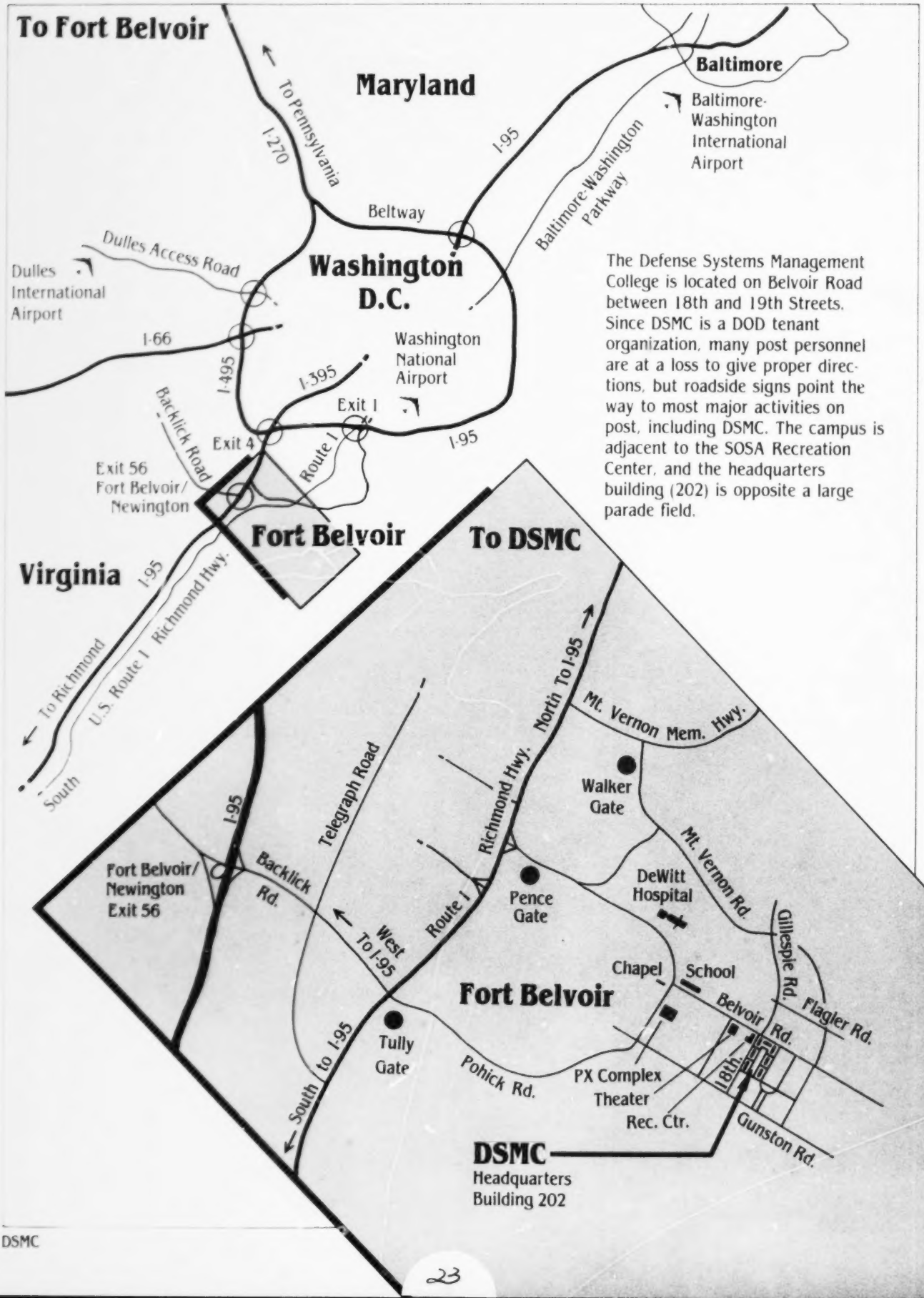
In the belief that physical health contributes directly to mental health and a sense of well-being, the College encourages student participation in athletic activities as time and class schedules permit. Individuals and teams, representing students, faculty, and staff, enjoy golf, tennis, softball, swimming, bowling, basketball, racquetball, and jogging.

How to Apply

Military or DOD civilian personnel interested in attending any course offered by the Defense Systems Management College must first request nomination using the procedures of their department or agency. Defense industry personnel should contact the Council of Defense and Space Industries Associations (CODSIA) for instructions on seeking nomination. Once an individual has been nominated by his or her military department or DOD agency (or by CODSIA in the case of defense industry), the College will review the application and make a final decision on acceptance. For specific eligibility requirements, see the individual course descriptions.

Mailing Address

(Name)
(Course and Number)
Defense Systems Management College
Building 202
Fort Belvoir, Virginia 22060-5426



The Defense Systems Management College is located on Belvoir Road between 18th and 19th Streets. Since DSMC is a DOD tenant organization, many post personnel are at a loss to give proper directions, but roadside signs point the way to most major activities on post, including DSMC. The campus is adjacent to the SOSA Recreation Center, and the headquarters building (202) is opposite a large parade field.

The Research Program

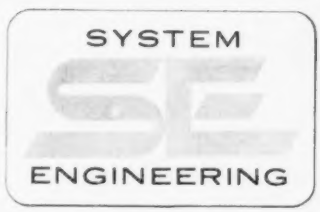
Since its inception in 1976, the College's program of acquisition management research has steadily increased in the scope and quality of its results.

Over the years, the resources dedicated to performing research have increased from a single individual serving as a special assistant to the Commandant to the present complement of 12 professionals in three directorates with both in-house and contract capabilities. This commitment of resources has produced significant achievements.

First, the research program has produced a number of handbooks and guides that have been integrated into the College curriculum and made available for use in the field. These include *The Guide for the Management of Joint Service Programs* and *The Guide for the Management of Multinational Programs*, both of which were commissioned by the Joint Logistics Commanders, the *System Engineering Management Guide*, and the *Handbook of Risk Assessment Techniques*. In addition, the College recently completed work on selection guidelines for data base management systems and spreadsheets. Current activities include work on an incentive contracting handbook, a guide for developing acquisition strategies, and a production competition handbook.

Second, at the request of the Army, the research program has documented a number of lessons-learned on the Multiple Launch Rocket System, the M1 Abrams Tank, and the Apache Advanced Attack Helicopter.

Third, the research program has produced a number of recommendations for improving acquisition management policies. For example, the College performed an analysis of top-line budget turbulence that identifies and evaluates alternative strategies for dealing with year-to-year fluctuations in the overall defense budget. Work is currently underway to look at the effect of DOD profit policy on contractors' motivation to invest in capital assets in order to improve productivity.



The Research Directorate has continued its involvement in the Department of Defense Acquisition Improvement Program. A videotape and accompanying brochure outlining six areas of the AIP selected for emphasis by the Deputy Secretary of Defense were developed and distributed to the acquisition community.

Most recently, a major in-house report, entitled "Managing for Success," was completed. Based on extensive interviews with the managers of former and current "successful" programs, the study identifies elements and factors that senior leaders judge instrumental in the success of system acquisitions.

Achievements like these are the result of efforts by dedicated research professionals. As the College's program of research continues to expand, the professionals' efforts are being organized around three major thrusts.

The first is aimed at broad-based, applied acquisition research. It seeks to foster improvement in all facets of program management and the acquisition process. These efforts are designed to support a varied and important audience: policymakers in the Office of the Secretary of Defense and the Services; practitioners in program management offices; students who are to assume key positions in the two aforementioned roles; and faculty members who help guide and educate these future leaders.

The two remaining thrusts represent new fields of research interest. Two new Directorates were created in the Research Department in FY 83. Each is headed by a GM-15 Director supported by GS-14 researchers and research assistants.

One of these Directorates, the Program Manager's Support System, is investigating the feasibility of applying decision support techniques and microcomputer technology to assist the program management decision-making process.

The other Directorate is devoted to educational research. This newest research team has been chartered to engage in long-range planning for the College. This Directorate will explore new subject matter and teaching methods for possible use 5 to 10 years into the future.

As we continue to expand the DSMC research program in these and other new areas, the goal remains unchanged—to develop innovative solutions for today's problems while actively probing the forefront of tomorrow's issues.

The Academic Program

Today, the environment of defense systems acquisition is an ever-changing mosaic of requirements, budgetary constraints, technological capabilities, and political and strategic considerations. Preparing the manager to work effectively within this environment requires a dynamic educational program that blends abstract concepts with real-world experience. The courses offered by DSMC are designed to respond to this need. They are intended to introduce the student to the world of systems acquisition and prepare him or her to function effectively within it. The content of each course and sub-course is continuously monitored and altered when necessary to reflect changing real-world conditions. Additionally, new short courses are developed from time to time in answer to the needs of a specific management group, or in response to requests of other government agencies.

The courses are conducted by a civilian and military faculty, whose efforts are complemented by guest lecturers from government, industry, and the academic communities. The College's non-attribution policy is designed to encourage guest lecturers to take part in open, candid discussions with students. Such interaction enhances the real-world flavor of the DSMC experience.

The following pages list the courses to be offered by the College during 1985. This listing is tentative, as the College administration believes that flexibility is the key to efficiency in acquisition education. For more specific information about the courses and the course schedules, call the Registrar at (703) 664-3120, or AUTOVON 354-3120.

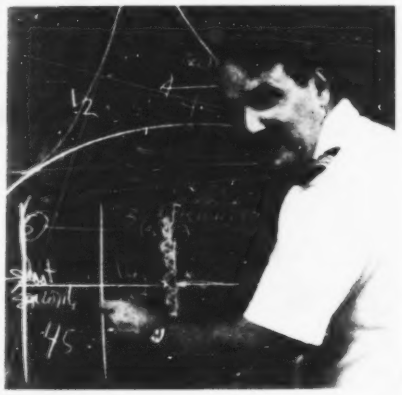
Program Management Course

The 20-week Program Management Course (PMC) is designed for mid-level managers and is a study of program management from the DOD program manager's point of view. Instruction is experiential in nature, designed to increase the student's ability to successfully manage a defense system acquisition program through functional knowledge, case studies, lessons learned, and a series of student-interactive decision exercises.

The curriculum recognizes the diverse backgrounds of students, uses both government and industry students as resources, and is dependent upon group effort in proper identification, issue preparation, and alternative generation and analysis. The PMC curriculum develops the management skills necessary for planning, organizing, directing, and controlling defense system acquisition programs from the conceptual stage through demonstration, validation, full-scale engineering development, production, fielding, and support of the system and/or equipment. The fundamental knowledge of acquisition management disciplines is emphasized, as are the qualities of judgment, initiative, and common sense.

In addition to building student skill and confidence through the handling of individual and team challenges, the curriculum provides the student with the broad knowledge and understanding necessary for the effective operation of program management teams. The opportunity to interact with working program managers is provided, along with presentations from senior officials of the Office of the Secretary of Defense, the military departments, and industry. The following categories of instruction are included in the PMC curriculum.

Defense Acquisition Policy and Management: A study of the policy that enables and constrains program management in DOD. The fundamental concepts and processes of management and decision-making from OSD through the service headquarters to the program office are presented, and include: organizational and management interfaces and practices; mission area analysis; intelligence forecasting; the system life cycle; NATO rationalization, standardization, and interoperability (RSI); foreign military sales (FMS); multinational programs; the planning/programming/budgeting system (PPBS); and the role of Congress in systems acquisition.



Principles for Program Managers: Traces the evolution of the systems acquisition process. The basic concept of program management is discussed, along with the rationale supporting its application to defense systems acquisition. Major issues and problems stemming from the use of program management techniques to integrate the activities of management teams are examined. Specific emphasis is placed on developing criteria for tailoring program organizations, on planning and control systems, interrelationships, and environmental constraints.

Effective Communication: Develops an awareness of the effects learning styles, personality types, and modes of thought have on the communications process. Instruments are used to help each person identify and understand his or her communication strengths and weaknesses. Activities are developed to help the student identify the effects these strengths and weaknesses have on his or her communications activities in both one-on-one and group situations. Experiences are developed to link theory with application in the program management environment. These instruments, activities, and experiences are intended to develop personal awareness and understanding of an involvement in the communication process. Diagnosis criteria for improving leadership and management skills are developed and practiced throughout the course.

Systems Engineering Management: Explains and integrates the fundamental concepts that are the bases for the definition, design, production, test, and logistic support processes. This conceptual framework is based upon a critical review of mission requirements and their translation into technical specifications for equipment, software, facilities, data, and trained personnel. The systems engineering process includes an iterative series of rational tradeoffs among performance, life-cycle costs, risk, producibility, supportability, testability, and engineering specialty requirements. System engineering management integrates and controls all aspects of the technical program and provides the framework to prioritize and balance conflicting requirements. This technical management effort provides the means to integrate government and industry activities and links technical management to the overall systems acquisition process.

Cost Management: Examines the use of cost/schedule control in program management. The instruction provides an understanding of the basic requirements in contractor performance measurement as well as methods for analysis of current status and estimation of final contract cost.

Contractor Financial Management: Highlights the key issues and problems of the contractor's financial management system, and the ways those issues and problems affect the government acquisition process. Emphasis is placed on financial and cost accounting, financial planning, working capital management, long-term financing, and capital investment.

System X: Consists of a series of interrelated case studies involving a hypothetical weapon system. The cases simulate the life cycle of a weapon system through the conceptual, validation, full-scale development and production/deployment phases. System X provides a realistic basis for the discussion of typical problem areas encountered in program management. Individual and group analyses of case material are made, alternatives are studied, and a management position derived. The analyses are followed by section discussions, led by a faculty case leader, that are intended to focus on the relevant issues and enable the student to experience the environment of a program manager.

Acquisition Management Simulation: Consists of a series of computerized management decision exercises simulating the acquisition life cycle of a weapon system. Each exercise emphasizes a different phase of the life cycle. Students work in small groups to analyze acquisition dilemmas and to make decisions necessary to resolve these situations. The group is moved ahead in the acquisition phase based on its decisions. The student's objective is to reach the next major milestone on schedule, within cost, and with a system that will fulfill the requirement.

Integrated Logistics Support Management: Emphasizes the need to identify the required support in the early program phases, and to design and verify an integrated logistics support system concurrently with the development of the system hardware and software. An in-depth study of the critical elements of Integrated Logistics Support (ILS) is made. Life-cycle cost is also addressed with emphasis being given to the need to continually make trade-off studies and decisions throughout the life cycle of a system.

Human Resource Management: Emphasizes the elements of high-performing organizations and the principles relevant to managerial effectiveness. Focuses on the complex interactions that arise from combining individual, group, and organizational variables. Concentrates on team development, the application of diagnostic techniques, decision-making, motivation, leadership style, information management, and managing change.

Test and Evaluation Management: Covers the role of development, operational, and acceptance testing. Addresses the purpose and content of the test and evaluation master plan in the initiation and conduct of programs in conjunction with the role of the independent test organizations.

Production Management: Addresses productivity, producibility, industrial base, labor, and quality compliance considerations that affect planning and design efforts. Discusses production readiness reviews, templates for reducing risk in transition from research and development to production, and pre-planned product improvement. Both viewpoints are considered.

Program Financial Management: Explains federal and DOD funding policies and processes. Includes financial management functions and responsibilities in cost estimating, budget formulation and execution, program planning and budgeting systems, and financial management accountability.

Contract Management: Examines the contracting process from the program manager's perspective. Provides information on contracting policy and regulations in addition to emphasizing real-world interaction between the program manager, the contracting officer, and their counterparts. Addresses all phases of the contracting process including acquisition planning, structuring of contracts, solicitation, source selection, negotiation, and administration of contracts.

Program Management Decision Briefing: Using an exercise in the System X life cycle, each student prepares and presents a 15-minute briefing to obtain a decision from a higher command level. The briefing provides the student with practical experience in selecting the issues to be covered within the time allotted, developing the rationale for his/her position, structuring visual aids to support the briefing, and presenting material to higher command echelons. The briefings are presented to faculty members and fellow students. The uniqueness of the Program Management Decision Briefing is centered on the student's ability to scope the material available into a decision briefing of minimal time to a knowledgeable audience. Following the student briefing, the faculty member and students provide constructive criticism and critique.

Industry Program: A program designed to complement classroom learning by allowing students to participate in an actual acquisition program and thereby experience the challenges that confront a DOD program manager and his industrial counterpart. The class is divided into groups of about 30 students, and each group is assigned a particular acquisition program. Each group familiarizes itself with its program through study of program documentation and a 1-day meeting with the DOD and industry program managers. Interest areas and relevant questions are drafted in preparation for a field trip to the contractor's plant. There, the interaction between industry employees and students fosters an understanding of production requirements, management issues, and a realization of the vital role that a company plays in the fielding of a major weapon system.

Capitol Hill Field Trip: Students take a trip to Capitol Hill to visit one or more congressional committees, congressional staff members, and congressmen responsible for legislation on national defense and defense systems acquisition.

Who May Attend

The Program Management Course is generally restricted to military officers in grades O-3 through O-6, DOD civilians in grades GS-11 through GS-14, and industry personnel identified by their companies as candidates for senior management positions. These are suggested grades, and requests for exceptions will be reviewed and ruled upon by the DSMC Admissions Committee. In addition to meeting grade requirements, attendees must fall into one of the following categories:

—DOD personnel who now occupy, or have been selected to occupy, intermediate management positions in program offices or functional offices supporting program offices, or in higher-echelon offices supervising program management;

—DOD personnel who are promising candidates for senior positions in program management;

—Persons in program management or equivalent positions within other federal agencies; and

—Persons in program management or equivalent positions within defense industry.

Nominees must hold at least a bachelor's degree. The majority of PMC students hold graduate degrees and have academic backgrounds or work experience in engineering and management. A security clearance of secret is required.

Executive Refresher Course in Acquisition Management

(Executive-level course)

The 3-week Executive Refresher Course in Acquisition Management is for senior-level managers involved with the acquisition of defense systems. The course is designed primarily as a review of current acquisition policy and fundamental management techniques and provides the attendees with the opportunity to examine new developments in the systems acquisition environment and to study their impact on program management. The basic structure of the course is lecture/discussion, with emphasis on the day-to-day actions, issues, and problems of program management. Guest lecturers from OSD, the service staffs, acquisition commands, and defense industry complement the resident staff instruction.

The course is structured around the various phases of the systems acquisition process, with emphasis on the major decisions required by DOD directives and instructions. Topics covered in the course include: the defense systems environment; the decision-making process; defense systems management; interaction with higher headquarters; the conceptual phase of defense systems acquisition; technical management; procurement management; program planning and control; the industry viewpoint on systems acquisition; program review and analysis; test and evaluation; production management; operations/support management; policy analysis; and multinational program analysis.

Who May Attend

The Executive Refresher Course in Acquisition Management is open to military officers in the grade of O-6 and above, and DOD civilians in the grade of GS-15 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; executive-level positions with responsibility for key decisions in a program office, or in a functional office supporting program offices; or higher-echelon staff positions involved with the acquisition of defense systems. Persons in equivalent positions in defense industry are also encouraged to attend. Persons from other federal agencies may be admitted on a space-available basis. A security clearance of secret is required.

Systems Acquisition Management for General/Flag Officers

(Executive-level course)

This 3½-day seminar is for senior officers who have had limited experience with the defense systems acquisition process, but whose current or future duties interface with or impact on the acquisition programs of the military services. It is designed to acquaint participants with the environment in which systems acquisition takes place, and with the functions, responsibilities, and problems of the DOD program manager. Participants are introduced to current DOD policy, management techniques, and the planning/programming/budgeting system, as well as the process of generating system requirements. They are also introduced to the various influences on the systems acquisition process, such as those from OSD, the General Accounting Office, the Congress, and the general public. The broader elements involved in procurement and government contracting are treated, along with the relationship between government and industry during a development program. An overview of the organizations employed by the services to accomplish their acquisition activities is also provided.

The seminar is conducted through a mix of in-house lectures and discussion sessions with visiting lecturers from the Assistant Secretary of Defense level, as well as the General Accounting Office and defense industry.

Each day of the seminar is highlighted by the appearance of a program manager of general- or flag-officer rank. These sessions provide a recap of lessons learned, along with a little of the "real world" flavor of experiences in ongoing programs.

Who May Attend

The seminar is open to those persons from DOD components, the military departments, and OSD who hold, or have been selected for, the rank of general or flag officer or, in the case of DOD civilians, the SES as well as grades GS-16 through GS-18, or PL 313. Participation by persons at the vice-president level of industry is also encouraged. Persons in the equivalent positions from other federal agencies may be admitted on a space-available basis. A secret security clearance is required.

Program Managers Workshop

(Executive-level course)

The Program Managers Workshop (PMW) provides an educational opportunity for selected program manager designees and deputies to enhance their performance in managing DOD acquisition programs. It is designed to focus on practical, current management issues at the service, OSD, and congressional levels of interest.

The workshop concept includes identifying current management issues, determining management-issue relevancy to each participant's future program, and scheduling each participant to develop a plan to resolve issues relevant to his or her program.

The PMW is intended only for military major-system PM designees and deputies. Ideal class size is 24—8 each from the Army, Navy, and Air Force.

Three offerings per year are ultimately planned to satisfy service assignments—offerings in March and May and one offering in August or September. The course has achieved its desired 4-week length in 1985.

The PMW begins with an intern phase of 2 months. The internship consists of service screening and eligibility, and nomination to DSMC for attendance. Once approved, the participant will receive selected skills diagnostics to be completed and returned. These diagnostics will be used to individually tailor a read-ahead package consisting of selected articles and instructional materials. The participant must also complete a visit to his or her gaining program office and that office's principal support industry or laboratory prior to attending the course. These visits are a prerequisite to the subsequent course phases.

The selected PM designees and deputy program managers will then attend the 4-week residency phase at DSMC. The curriculum is centered around the workshop concept to facilitate the enrichment of acquisition management experiences, to enhance the participant's exposure to multiservice perspectives, and to encourage experimentation with new concepts and ideas on program management. Visiting program managers will serve as workshop hosts. Selected workshop modules on cost control, complex problem solving, and long-range planning also will be used to achieve these objectives. Special attendance at (S)SARCs and DSARCs, as well as service seminars, will round out the participant's exposure and orientation.

Six months after the residency phase on-campus, a 3-day transition applications workshop is planned. This workshop will be based on the participant's need for an opportunity to develop and resolve current issues in their programs.

Business Managers Advanced Workshop

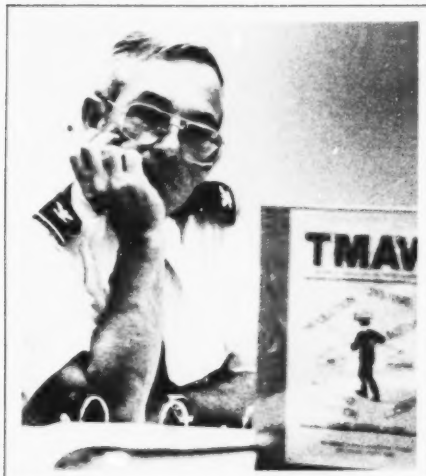
The Business Managers Advanced Workshop is a 1-week advanced course, designed primarily for those persons who have experience as business managers in program offices. It relies heavily on shirt-sleeve student involvement in case studies, modeling, and class presentations. Specific topics covered include acquisition strategy and program planning, cost estimating, contract strategy, cost evaluation, program funding, industrial incentives, and contractor cost/schedule/performance measurement.

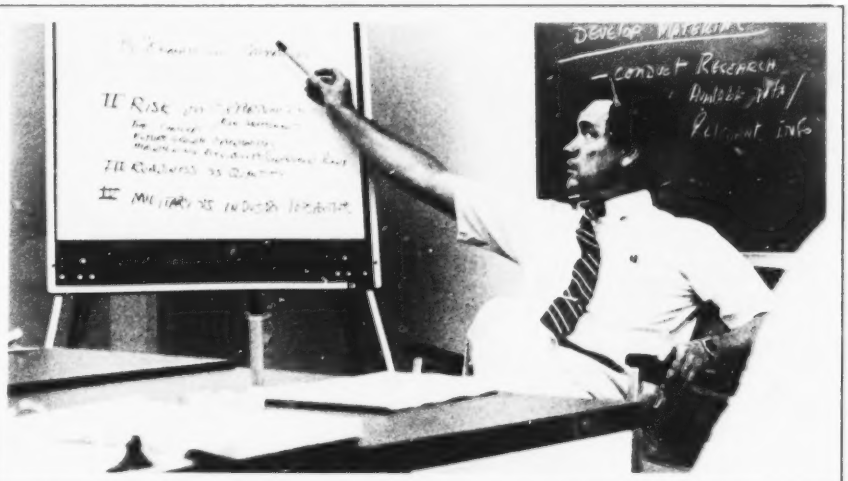
The objective of the Business Managers Advanced Workshop is to enhance the ability of the business manager to advise the program manager on the business aspects of the program. It provides an opportunity for the student to update and strengthen his knowledge and skills, to analyze and apply techniques and tools presently available, and to discuss current business issues and trends affecting program management.

Who May Attend

The workshop is primarily for those persons who are serving as business managers (also referred to as program control or program management in the Air Force and Army, respectively), or the first-level supervisor reporting to the business manager in grade O-4 and above or GS-13 and above. Other key members of the program manager's staff or persons in organizations that support the systems acquisition process will be admitted on a space-available basis. Prerequisite for this advanced course is successful completion of the Program Management Course or equivalent experience. Persons in comparable positions in the defense industry are also invited to attend.

Technical Managers Advanced Workshop





The 1-week Technical Managers Advanced Workshop is designed for senior engineers and technical directors and stresses the more complex and difficult issues associated with the technical management of a defense systems acquisition.

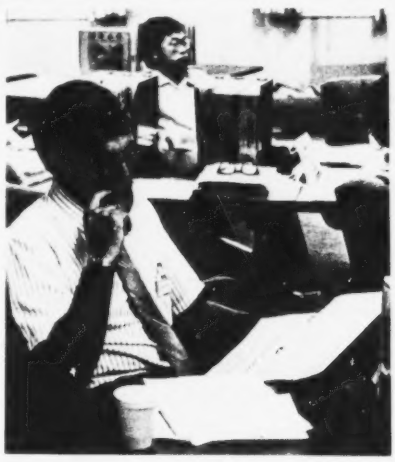
This workshop will enhance the ability of technical managers to plan and implement a technical program strategy, and to recognize and structure solutions to management-related problems and issues often encountered by the technical manager. The course is founded on examination of a broad set of issues developed by the Technical Management Department of DSMC, then refined and supplemented through feedback from the system acquisition community. These issues are tailored for each class in order to maintain currency, utilize class expertise, and enhance interest. The course configuration offers a forum for facing current issues to improve technical management. Experts discuss background and current observations on critical issues. Participants are then provided with an environment for individual and group development of issues and solutions to contribute improvement for the system acquisition process. The output is an attributable report for retention and potential publication.

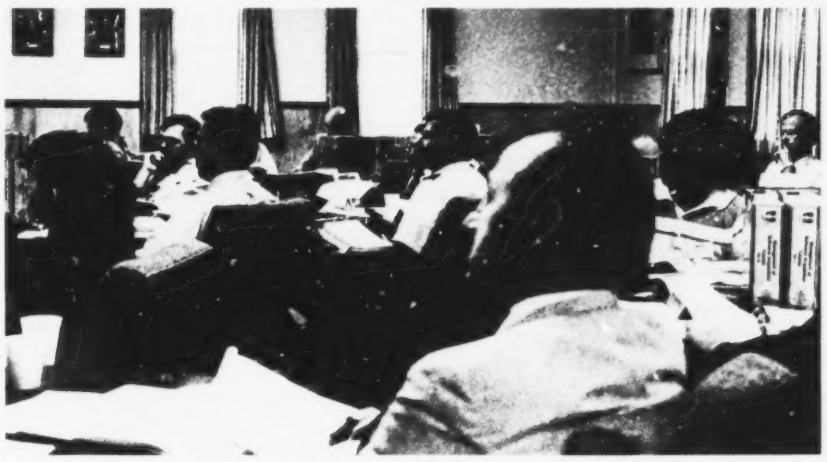
The goal of the workshop is to sharpen the judgment of technical managers to ensure that the appropriate balance among performance, supportability, testability, and producibility is "designed in" to a cost-effective defense system that will meet a realistic schedule.

Who May Attend

The Technical Managers Advanced Workshop has been designed for DOD program and technical managers with advanced skills and experience. Military personnel in grades O-5 through O-6 and civilians in grades GS-14 through GS-15 are the intended audience. Individuals holding equivalent grades in other federal agencies or defense industry are encouraged to attend.

Management of Software Acquisition Course





The 1-week Management of Software Acquisition Course provides participants with an understanding of the current policy, practice, and procedures applicable to the management of software acquisition for major defense systems. Software acquisition management issues involved in all phases of the defense system life cycle are covered in detail. Overviews of the defense systems acquisition and financial management processes are included to provide the students with the proper basis for applying software acquisition principles. The course includes lectures, discussions, and case studies on such topics as DOD computer resource policy and initiatives, software management fundamentals, software cost estimating, software integrated logistics support, software quality assurance, and software systems engineering. The software acquisition management principles are addressed from both government and industry viewpoints by faculty and guest lecturers from government and industry. Special emphasis is placed on using "real world" examples to illustrate management principles, issues and solutions.

The goal of the course is to provide each student with an understanding of the fundamental concepts of software acquisition for DOD Mission Critical Computer Resources. Each student should gain an appreciation for the disciplined approach that must be followed in developing, acquiring, and maintaining software for major weapon systems. The course will develop in each student an improved ability to analyze situations and problem areas in software acquisition, develop alternatives, and prepare solutions.

Who May Attend

The Management of Software Acquisition Course is open to military officers in the grade of O-3 and above, and civilians in the grade of GS-11 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; supervisory-level positions where incumbents are responsible for key decisions affecting a program, or for decisions in a functional office supporting a program office; or higher-echelon staff positions concerned with defense system acquisition programs. Persons in equivalent positions in defense industry are also encouraged to attend.

Management of Acquisition Logistics Course

The 1-week Management of Acquisition Logistics Course provides participants with an understanding of integrated logistics support procedures and practices as exercised during the defense systems acquisition life cycle. Logistics elements such as maintenance planning; supply support; manpower and personnel; support equipment; computer resources support; packaging, handling, storage, and transportation; training and training support; facilities; technical data; and design interface are integrated into a total system acquisition support concept. Defining the logistics support needed, influencing the basic system design, designing and acquiring the support for the system, and providing and sustaining logistics support during deployment and operation are taught. Special emphasis is placed on logistics-related subjects: life cycle costing, readiness and sustainability, reliability and maintainability, logistics support analysis, integrated logistics support planning, logistics support resource funding, and post production support planning.

Specific "real world" examples of DOD programs are presented by both faculty and guest lecturers from within government and industry. Special experience-based case studies offer the student an opportunity to work with weapons systems logistics problems and devise both theoretical and pragmatic solutions.

The student will gain an appreciation and insight into the integration of functional logistics elements into a total systems support concept while balancing life-cycle considerations in order to minimize logistics problems. The course will develop in each student an understanding of integrated logistics techniques and tools that can be used in decision-making, designing for support, and making integrated logistics support an integral part of the systems acquisition process.

The course is designed to enhance the student's ability to analyze logistics situations and problem areas, to develop alternatives, to prepare solutions, and to properly articulate logistics approaches to higher authority.

Who May Attend

The Management of Acquisition Logistics Course is open to military officers in the grade of O-3 and above, and civilians in the grade of GS-12 and above who occupy or have been selected to occupy the position of program manager; logistics director, element manager, systems engineer or technical manager; key positions immediately subordinate to them; positions in functional support activities interfacing with program logisticians; or higher-level staff positions concerned with defense system acquisition. Persons in equivalent positions in the defense industry and from allied governments are also encouraged to attend.

Multinational Program Management Course

The Multinational Program Management Course covers the activities and considerations with which the program manager must deal when involved with a multinational program. Particular emphasis is placed on the U.S. policy of enhancing rationalization, standardization, and interoperability (RSI) among the NATO countries, and the impact this policy has on the U.S. program manager. Examples of national and DOD policies explored are cooperative research and development; joint-venture concepts with early offset arrangements; coproduction; licensing arrangements; and direct procurement of foreign systems.

Attendees will be able to gain a knowledge and appreciation of the problems associated with the following: developing a joint doctrine and common operational requirements; controlling the export and import of technology; establishing financial arrangements; establishing contractual arrangements; implementing political decisions that are based on economic priorities at the national level; and preparing and negotiating memoranda of understanding.

Who May Attend

The Multinational Program Management Course is open to military officers in grade O-3 and above, and DOD civilians in grade GS-11 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; supervisory-level positions where incumbents are responsible for key decisions affecting a program, or for decisions in a functional office supporting a program office; or higher-echelon staff positions concerned with defense system acquisition on programs involving allied nations. Persons in equivalent positions in defense industry and from allied governments are also encouraged to attend.

Defense Manufacturing Management Course

The 1-week Defense Manufacturing Management Course provides an understanding of the concepts and activities associated with the management of the production/manufacture of weapon system components. The course details for program and functional managers the basic principles to be followed in planning, developing, and managing a production/manufacturing program. It follows a life-cycle approach, stressing the necessary actions and activities to be accomplished during each phase of the weapon system acquisition cycle. The issues, assumptions, and requirements that arise are addressed from both the government and industry viewpoints.

The course addresses policy and organizational issues; cost, budget, and contractual issues; and product assurance and manufacturing issues. Study objectives, assigned readings, and videotape assignments guide the student in the learning process. Classroom lecture/discussions, videotape viewing, and case study activities identify and clarify management concepts, rationale, and issues. The course is designed to address broad principles and concepts and does not provide a "tool kit" of actions to be applied indiscriminately.

Who May Attend

The Defense Manufacturing Management Course has been designed for current and candidate DOD program and functional managers. Military personnel in grades O-3 through O-6 and civilians in the grades of GS-11 through GS-15 are the intended audience. Individuals holding equivalent grades in other federal agencies or defense industry are encouraged to attend. Other interested people are eligible on a space-available basis.

Systems Acquisition Funds Management Course

The 1-week Systems Acquisition Funds Management Course provides the student with an understanding of how to formulate, defend, and execute a DOD weapon system acquisition budget. The student is introduced to the knowledge and skills in funds management necessary for assumption of program office budget formulation and execution responsibility, with emphasis on the techniques the program manager and functional managers may use to identify, analyze, evaluate, and resolve budget-related tasks, problems, and issues.

This course follows the total budget process from the viewpoint of the program manager. The fiscal cycle is traced through all levels of the Department of Defense, the Office of Management and Budget, and the Congress. The course examines the DOD planning/programming/budgeting system, the congressional authorization/appropriation process and, finally, the budget execution process.

Specific topics addressed in this course include the development of program office POM and budget submissions, the review and analysis of program budgets at higher levels within the federal government, the release/control of funds supporting the systems acquisition process, and program office accountability in budget execution.

A portion of the course is taught in service-peculiar groups, but the dominant approach is joint-service. Methods of instruction include lecture/discussions, case studies, guest lecturers, and student-led discussions. Guest speakers, drawing upon their own expertise and experience, augment the resident instruction.

Who May Attend

The Systems Acquisition Funds Management Course is open to military officers in the grade of O-3 and above, and DOD civilians in the grade of GS-11 and above, who occupy, or have been selected to occupy, positions such as the following: program manager; positions immediately subordinate to a program manager; supervisory-level positions responsible for key decisions affecting a DOD weapon system acquisition program or for decisions in a functional office supporting a program office; or higher-echelon staff positions associated with defense systems acquisition. Participation by appropriate defense industry personnel is actively sought. Persons holding positions equivalent to the above in other federal agencies are also encouraged to attend.

Contract Finance for Program Managers Course

The role American industry plays in the systems acquisition process is often decisive. Contract Finance for Program Managers is a comprehensive 1-week course designed to furnish an overall understanding of defense contractor financial motivations and constraints, and an appreciation for how they affect management of a defense systems acquisition program.

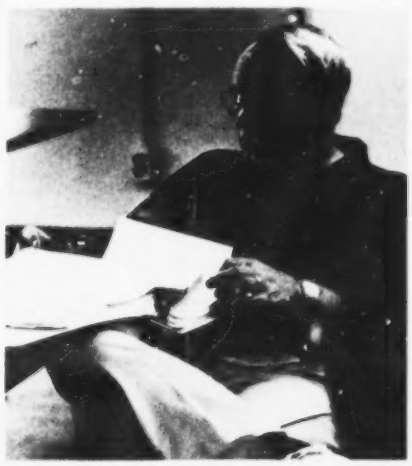
Contract Finance for Program Managers has been structured to achieve a balanced presentation of financial and costing issues that affect the day-to-day working relationship between government and industry. The course provides participants with an overview of defense contractor financial operations and an understanding of how individual elements of the process fit together. This includes a discussion of the interrelationships between the contractors costing procedures and the financial and managerial accounting systems. Students learn to recognize financial management issues and learn the vocabulary and concepts necessary to discuss these issues in terms understood by the defense contractor community. This, in turn, increases the likelihood that the attendees can identify and discuss financial problems before these problems have an adverse impact on a system acquisition program's financial status.

Course content consists of lecture material and case studies and is beneficial to both general and functional managers. The course has been structured to encourage an interchange of ideas and techniques for problem identification and resolution in this key area of program management.

Who May Attend

Attendance is open to program managers, key members of their staff, and management-level personnel from organizations that support the systems acquisition effort (e.g., commodity and systems commands, AFPROs, NAVPROs, DCAS, supervisors of shipbuilding offices, and similar plant representative activities) in grade O-3 and above and civilians in grade GS-11 and above. Individuals in equivalent positions from the defense industry may attend on a space-available basis.

Contractor Performance Measurement Course



The 1-week Contractor Performance Measurement Course provides knowledge of how Cost/Schedule Control System Criteria (C/SCSC) are used in measuring contract performance in major weapon system acquisition contracts in DOD. The course enables the student to understand the criteria and their use in evaluating the adequacy of the contractor's management system, along with the contractual implementation of the criteria and the Cost Performance Report (CPR). Course instruction in analysis techniques enables the student to determine current status, forecast performance trends, and estimate contract cost at completion. The student is also introduced to contract performance measurement on less-than-major contracts through the application and contractual implementation of the Cost/Schedule Status Report (C/SSR). Instruction in financial reporting and baseline management helps the student to relate CPM to DOD resource management.

Application of performance measurement is covered through case studies and hands-on exercises, and through guest speakers from industry and government. An interservice panel and a seminar involving the military service focal points for contractor performance measurement provide participants with an opportunity for a direct dialogue on policy and implementation, and a chance to obtain responses to questions relative to their particular responsiblities.

Extension Course Option

The CPM course is also available as an individualized, self-paced course presented through a student workbook, references, and (optional) audiovisual tapes. The course parallels the CPM short course in content, but places more emphasis on analytic skills and estimates of cost at completion. It is in an easy-to-read style and format. About 30 hours are required to complete the course, although the student may elect to complete all or part of the course according to his/her job requirements and may skip parts where he/she already has knowledge. The student must, however, complete all 11 modules for a DSMC certificate of completion. Registration is coordinated through the DSMC Registrar's office. Distribution of course materials and the final test are administered for DSMC by the Institute for Professional Development, located at Ft. Eustis, Va.

Who May Attend

The Contractor Performance Measurement Course is open to military officers and DOD civilians who occupy, or have been selected to occupy: principal positions in program offices or in functional offices supporting program offices; a higher-echelon staff position concerned with the acquisition of defense systems; or the position of manager of a program that does not meet the major program criteria as defined in DODD 5000.1. Persons in equivalent positions in defense industry are also encouraged to attend.

Business Management Course

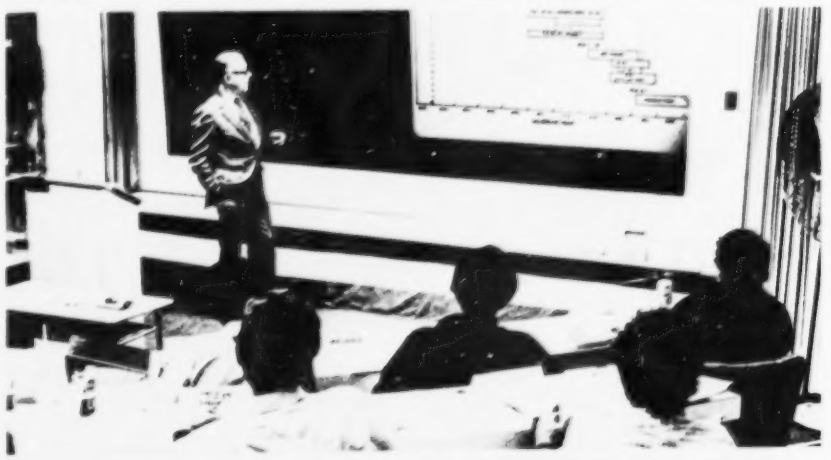
The 3-week Business Management Course is designed to acquaint system acquisition personnel with business functions of the government program office as well as that of the contractor. It presents an overview of the systems management function oriented to business issues. Discussion of such government topics as basic funds management concepts, cost estimating, program budgets, types of contracts and incentive arrangements, preparation of requests for proposals and source selection planning is included. Contractor topics covered include basic financial concepts, annual operating plans, and proposal preparation. Basic cost control functions, including the cost/schedule control systems criteria, from both the government and contractor perspective, will be discussed.

This course includes lectures and discussions associated with the program business functions and responsibilities and is designed to involve student participation.

Who May Attend

The Business Management Course has been primarily designed for DOD personnel with less than 3 years of acquisition management or related functional/staff experience. Military personnel in grades O-2 through O-4 and Department of Defense civilians in grades GS-9 through GS-13 are the intended audience. Individuals with similar positions in other federal agencies or the defense industry are also encouraged to attend.

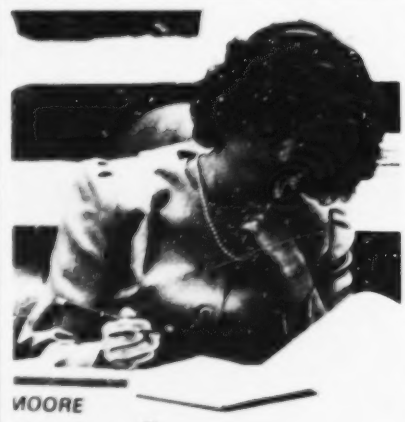
Policy and Organization Management Course



The 3-week Policy and Organization Management Course provides an introduction to the concepts, scope, and application of program management practices within DOD. Attending the course will (1) equip the student to function in a program management office, or to effectively interface with the program management office through the development of an understanding of acquisition policies, tasks, problems, and issues confronting the PM; (2) develop an understanding of the roles, activities, and integration of functions and relationships of government and industry organizations that participate in and affect the acquisition process; and (3) develop an understanding of the importance of interpersonal relations and communication skills in the development of an effective acquisition team. This course allows middle managers to develop sound management abilities and to experience the practices and problems of program management operations. This course emphasizes the principles of program management, defense acquisition policy, human behavior, and effective communications.

Who May Attend

The Policy and Organization Management Course has been primarily designed for DOD personnel with less than 3 years of acquisition management or related functional/staff experience. The intended audience is military personnel in grades O-2 through O-4 and Department of Defense civilians in grades GS-9 through GS-13. Individuals holding equivalent grades in other federal agencies or the defense industry are also encouraged to attend.



MOORE

Technical Management Course

The 3-week Technical Management Course provides an introduction to the concepts, scope, and application of technical management disciplines (system engineering, integrated logistic support, test and evaluation, production) to the systems acquisition process. Attending the course will (1) enhance the ability of staff or functional managers to interface with program management office technical efforts through development of a better understanding of the technical management process; (2) develop an understanding of the activities and integration of technical disciplines necessary in the acquisition life cycle; and (3) develop an understanding of the roles of government and industry organizations in the technical management efforts.

This course allows junior-level managers to develop a sound understanding of the technical management process through emphasis on the technical disciplines of systems engineering, logistics support, test and evaluation, and production.

Who May Attend

The Technical Management Course has been primarily designed for DOD personnel with less than 3 years of acquisition or related functional/staff experience. Military personnel in grades O-2 through O-4 and Department of Defense civilians in grades GS-9 through GS-13 are the intended audience. Individuals holding equivalent grades in other federal agencies or defense industries are also encouraged to attend.

Regional Centers

The steady increase in complexity of modern military systems is paralleled by the steady increase in complexity of the process used to acquire them. Even if all current efforts to streamline that process prove successful, the challenge of meeting expanded requirements with reduced funding will make the job of the acquisition manager more demanding and complex. Thus, the need for acquisition managers who are trained and fully prepared to take on the task of guiding and directing important defense systems acquisition programs is greater than ever before.

Even though more than 2,000 students attend "in-residence" courses at DSMC each year, there are many others who need, but have been unable to get, the specialized education that the College offers. In order to meet the need for regional courses in a resource-effective manner, DSMC established two of four permanent regional centers in 1984. These centers in Huntsville and Los Angeles offered their first courses during 1984. The director has been selected for a third regional center in St. Louis, which will open in December 1984. The fourth center will open in Boston in mid-1985.

Courses planned for the regional centers include all Functional Package Courses. Specific offerings for regional centers are listed in the current academic calendar. Each regional center will reach a peak operational load of 20-24 weeks of classes (80-96 weeks for all four regions) within 2 years.

Faculty and Staff

Office of the Commandant

Roger D. Johnson, Rear Admiral, USN, Commandant; B.S., U.S. Naval Academy; M.S., Naval Postgraduate School.

Thomas V. Forburger, Colonel, USA, Deputy Commandant; B.S., Iowa State University; M.B.A., Shippensburg State College.

Michael W. Means, Captain, USA, Executive Officer; B.S., U.S. Military Academy; M.S., University of Southern California.

Raymond V. Stuchell, Master Chief Personnelman, USN; B.B.A., National University; M.A., Central Michigan University.

Radean M. Kerns, Protocol Officer; B.S., Central Washington State College.

Executive Institute

C. E. Bergman, Holder of Air Force Chair; B.S., University of Oklahoma; M.S.E.E., Ph.D., University of Illinois; M.B.A., University of Southern California.

William N. Hunter, Holder of Office of Federal Procurement Policy Chair; B.S., Northeastern University; M.B.A., University of Hartford; M.S., Naval Postgraduate School; Ph.D., California Western University.

Perry C. Stewart, Holder of Army Chair; B.S., Utah State University; M.S., Air Force Institute of Technology.

Robert L. Swart, Jr., Holder of Department of the Navy Chair in Systems Acquisition Management; B.S., U.S. Naval Academy.

David Westermann, Holder of James Forrestal Memorial Industry Chair; A.B., Columbia College; LL.B., Columbia Law School; LL.D., Adelphia.

Navy Office for Acquisition Research

Thomas C. Varley, Executive Director; B.A., M.A., D.B.A., George Washington University

Mary Agresto, Management Analyst.

School of Systems Acquisition Education

Dean

Thomas H. McCauley, Colonel, USAF, Dean; B.S., Pennsylvania State University; M.S., University of Pittsburgh.

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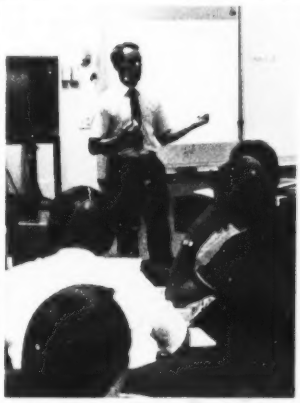
Gregory T. Wierzbicki, Associate Dean for Planning and Development; B.S., Rensselaer Polytechnic Institute; M.B.A., George Mason University.

Stanley J. Souvenir, Lieutenant Colonel, USA, Course Director, Program Management Course; B.S., Oregon State University; M.S., University of Texas at El Paso.

Theodore L. Bloomer, Acting Director, Program Managers Workshop; B.B.A., University of Hawaii; M.P.A., University of Oklahoma.



Technical Management Department

Paul J. McIlvaine, Department Director; B.E.E., Villanova University; M.S.A., George Washington University.

Henry C. Alberts, B.S., Queens College; M.S., University of Delaware.

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Troy Caver, B.S.E., Henderson College; M.S.E.E., University of Texas at El Paso; M.B.A., Marymount College.

Gerald J. Chasko, B.S., U.S. Naval Academy; M.S., Naval Postgraduate School.

Robert L. Christopher, Lieutenant Colonel, USAF; B.S., U.S. Air Force Academy; M.S., Air Force Institute of Technology.

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Frank J. Waldron.

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Publications Directorate

Robert W. Ball.

Catherine M. Clark.

Information Directorate

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Michael R. Dee, Chief; A.A., Prince George's Community College.

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Gregory T. Caruth, Chief; B.A., West Liberty State College.

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Francis N. Scavotto, MSgt, USAF, Chief.

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William P. Adams, Jr., Chief.

MAKE A REAL CONTRIBUTION TO DEFENSE ACQUISITION MANAGEMENT AS A PROFESSOR AT DSMC

ACQUIRING NEW SYSTEMS ISN'T GETTING ANY EASIER

The business of developing, buying, and supporting military weapon and support systems has never been more difficult, more complex, or more important. Faced with a mounting military threat and uncertain future funding, acquisition managers today find themselves cast into a vortex of competing demands that will engulf the unsuspecting and drown the unprepared.

The Defense Systems Management College, a Department of Defense joint-service institution located at Fort Belvoir, Virginia, (about 20 miles south of Washington, D.C.) is totally dedicated to preparing people to cope with the realities of defense acquisition in the 1980s. A 60-member teaching faculty (half military, half civilian) and an experienced, competent research staff, are on the front-lines in this effort. Through a 20-week Program Management Course and a number of short and executive-level courses, this dedicated team of acquisition professionals trains and educates the military officers and civilians who will manage tomorrow's defense acquisition programs.

If you have *recent experience in acquisition management* (government or industry) and are not afraid to challenge yourself, we want to talk with you.

Appointments at DSMC are excepted service. If you think you may have what it takes to make a mark in the acquisition business, think seriously about what we may have to offer you as a DSMC professor. If you would like copies of the current vacancy announcements, or if you need further information about the positions, the area, eligibility, or any other aspect of employment, contact:

Defense Systems Management College
(703) 664-2779
Autovon 354-2779
(Outside Virginia (800) 366-3095
ext. 2779)

An Equal Opportunity Employer M/F

FY85 Academic Calendar

Correct as of 14 June 1984

Course No./Location*	Dates
Program Management Course	
85-1	18 Jan 85-7 Jun 85
85-2	29 Jul 85-13 Dec 85
Program Managers Workshop (PMW)	
85-1	9 Oct 84-2 Nov 84
84-1**	27 Nov 84-29 Nov 84
85-2	29 Apr 85-24 May 85
85-1**	23 Apr 85-25 Apr 85
85-3	15 Jul 85-9 Aug 85
85-2**	17 Sep 85-19 Sep 85
Executive Refresher Course (ERC)	
85-1	3 Dec 84-21 Dec 84
85-2	6 May 85-24 May 85
85-3	9 Sep 85-27 Sep 85
Systems Acquisition Management for General/Flag Officers (SAM)	
85-1	13 Nov 84-16 Nov 84
85-2	5 Feb 85-8 Feb 85
85-3	9 Apr 85-12 Apr 85
Multinational Program Management Course (MPMC)	
85-1	29 Oct 84-2 Nov 84
85-2	4 Feb 85-15 Feb 85
85-3	20 May 85-24 May 85
85-4	5 Aug 85-16 Aug 85
Policy and Organization Management Course (POMC)*	
85-1R/Los Angeles	22 Oct 84-9 Nov 84
85-2	3 Dec 84-21 Dec 84
85-3R/St. Louis	7 Jan 85-25 Jan 85
85-4R/Huntsville	4 Mar 85-22 Mar 85
85-5	22 Apr 85-10 May 85
85-6R/Los Angeles	13 May 85-31 May 85
85-7R/Huntsville	10 Jun 85-28 Jun 85
85-8R/Boston	8 Jul 85-26 Jul 85
Business Managers Advanced Workshop (BMAW)	
85-1	7 Jan 85-11 Jan 85
85-2	26 Aug 85-30 Aug 85
Contract Finance for Program Managers Course (CFPMC)	
85-1	26 Nov 84-30 Nov 84
85-2	14 Jan 85-18 Jan 85
85-3	15 Apr 85-19 Apr 85
85-4	26 Aug 85-30 Aug 85
Systems Acquisition Funds Management Course (SAFMC)	
85-1	22 Oct 84-26 Oct 84
85-2	11 Mar 85-15 Mar 85
85-3	13 May 85-17 May 85
85-4	9 Sep 85-13 Sep 85
Contractor Performance Measurement Course (CPMC)	
85-1	22 Oct 84-26 Oct 84
85-2	3 Dec 84-7 Dec 84
85-3	14 Jan 85-18 Jan 85
85-4	25 Feb 85-1 Mar 85
85-5	18 Mar 85-22 Mar 85
85-6	15 Apr 85-19 Apr 85
85-7	20 May 85-24 May 85
85-8	10 Jun 85-14 Jun 85
85-9	29 Jul 85-2 Aug 85
85-10	23 Sep 85-27 Sep 85
Business Management Package Course (BMC)*	
85-1R/Huntsville	15 Oct 84-2 Nov 84
85-2R/Los Angeles	26 Nov 85-14 Dec 84
85-3	3 Dec 84-21 Dec 84
85-4R1/St. Louis	4 Mar 85-8 Mar 85
85-4R2/St. Louis	18 Mar 85-22 Mar 85
85-4R3/St. Louis	1 Apr 85-5 Apr 85
85-5R/Los Angeles	15 Apr 85-3 May 85
85-6	3 Jun 85-21 Jun 85
85-7R/Huntsville	5 Aug 85-23 Aug 85
85-8R1/Boston	26 Aug 85-30 Aug 85
85-8R2/Boston	9 Sep 85-13 Sep 85
85-8R3/Boston	30 Sep 85-4 Oct 85
Technical Managers Advanced Workshop (TMAW)	
85-1	14 Jan 85-18 Jan 85
85-2	10 Jun 85-14 Jun 85
Management of Software Acquisition Course (MSAC)	
85-1	26 Nov 84-30 Nov 84
85-2	18 Mar 85-22 Mar 85
85-3	3 Jun 85-7 Jun 85
85-4	23 Sep 85-27 Sep 85
Management of Acquisition Logistics Course (MALC)	
85-1	10 Dec 84-14 Dec 84
85-2	13 May 85-17 May 85
85-3	24 Jun 85-28 Jun 85
85-4	26 Aug 85-30 Aug 85
Defense Manufacturng Management Course (DMMC)	
85-1	22 Oct 84-26 Oct 84
85-2	15 Apr 85-19 Apr 85
85-3	17 Jun 85-21 Jun 85
Technical Management Package Course (TMC)*	
85-1R/Huntsville	26 Nov 84-14 Dec 84
85-2R/Los Angeles	7 Jan 85-25 Jan 85
85-3R/St. Louis	13 May 85-31 May 85
85-4R/Los Angeles	1 Jul 85-19 Jul 85
85-5	8 Jul 85-26 Jul 85
85-6R/Huntsville	15 Jul 85-2 Aug 85

*An R after class offering indicates Regional offerings. Locations as stated.

**After Action Workshops.

For information about courses, call the Registrar's office at (703) 664-2152 or Autovon 354-2152.